2003-2004

EXPENDITURE BUDGET

VOLUME I

Estimates and Annual Expenditure Management Plans of the National Assembly and Persons Appointed by the National Assembly

Québec

2003-2004

EXPENDITURE BUDGET

VOLUME I

Estimates and Annual Expenditure Management Plans of the National Assembly and Persons Appointed by the National Assembly

for the fiscal year
ending March 31, 2004

Tabled in the National Assembly
as required by sections 45, 46 and 47
of the Public Administration Act (R.S.Q., c. A-6.01)
by Mr. Joseph Facal
Minister of State for Administration and the Public Service,
Minister responsible for Administration and the Public Service
and President of the Conseil du trésor

Conseil du trésor
Québec

ISSN 0706-0319
ISBN 2-551-21728-8
Legal Deposit, 1st quarter 2003
Bibliothèque nationale du Québec

103-03640/

FOREWORD

Information on the 2003-2004 Expenditure Budget is presented in four volumes:

Volume I:	*Estimates and Annual Expenditure Management Plans of the National Assembly and Persons Appointed by the National Assembly*
Volume II:	*Estimates of the Departments and Agencies*
Volume III:	*Annual Departmental Expenditure Management Plans of the Departments and Agencies*
Volume IV:	*Message from the Chair of the Conseil du trésor and Additional Information*

Volume I contains information on the National Assembly and Persons Appointed by the National Assembly, i.e. the Public Protector, the Auditor General, the Director General of Elections and the Lobbyists Commissioner. The section dealing with the National Assembly includes the message from the Speaker followed by the 2003-2004 appropriations and the annual expenditure management plan for the coming year. The other section presents the appropriations and annual expenditure management plans of each of the Persons Appointed by the National Assembly.

Volume II presents the appropriations required by the government for the 2003-2004 fiscal year. It distinguishes between the expenditure budget and the capital budget. Appropriations are broken down by portfolio and program. It should be noted that the tables appearing at the beginning of this volume include not only the appropriations and expenditures of government departments and agencies but also the appropriations and expenditures from Volume I concerning the National Assembly and the Persons Appointed by the National Assembly. These tables are presented in order to facilitate access to information on the appropriations and the expenditure budget.

Volume III contains the *Annual Expenditure Management Plans* drawn up by each minister pursuant to the *Public Administration Act* (R.S.Q., c. A-6.01). The plans indicate the choices made in allocating resources and the initiatives contemplated to achieve the objectives set in the strategic plans tabled in the National Assembly. A summary of the expenditure budget by portfolio appears at the beginning of this volume.

Volume IV begins with a message from the Chair of the Conseil du trésor that presents the highlights of the forthcoming expenditure budget. The chapters that follow provide further information on the expenditure budget and other information on related topics.

Table of Contents

Page

NATIONAL ASSEMBLY

Message from the President of the National Assembly 3

Estimates 5

Annual Expenditure Management Plans 13

PERSONS APPOINTED BY NATIONAL ASSEMBLY

Estimates 21

Annual Expenditure Management Plans

- The Public Protector 29
- The Auditor general 37
- The Director General of Elections 45
- The Lobbyists Commissioner 53

ASSEMBLÉE NATIONALE
QUÉBEC

MESSAGE FROM THE PRESIDENT OF THE NATIONAL ASSEMBLY

It is my distinct honour and pleasure to introduce the National Assembly appropriations and annual expenditure management plan for the 2003-2004 fiscal year.

The objective of the National Assembly administration is to support its members in their role as legislators, controllers of government activity and intermediaries between voters and the public administration. In 2002, the National Assembly adopted a strategic plan in order to successfully fulfill its mission. This plan includes three orientations for ensuring that the efforts of the various branches under its administration focus on the same priorities.

Improved and better adapted services in order to strengthen the National Assembly's effectiveness and to offer a greater degree of support to members in performing their duties. This orientation reflects the administration's willingness to improve the quality of support offered members, notably by taking advantage of technological opportunities.

A National Assembly that is better understood, more accessible and better presented. This consists of improving public awareness and knowledge of the mission, role and operations of the National Assembly and its constituting members, the MNAs.

An administration banking on the skills and mobilization of its personnel, as well as modern and efficient management of its resources. In order to offer the best possible service to MNAs, the National Assembly administration must ensure renewal of its personnel and maintain a high level of employee skills.

I wish to recall that MNAs must, in carrying out their duties, be able to rely on administrative services independent of those of the government. Nonetheless, the strategic orientations detailed above aim to have the National Assembly administration form an integral element of the global process of modernization of the public service.

I would like to point out that the expenditure budget published in this volume is intended solely for information purposes, given that the Office of the National Assembly is responsible for making any amendments deemed necessary and approving the budget.

I hope that this document will give you a better understanding of the unique nature of the National Assembly and how the public funds allocated for our system of representative democracy are used.

Louise Harel

LOUISE HAREL

National Assembly

Programs	Expenditure Budget	Less: Depreciation	Plus: Capital Budget	2003-2004 Appropriations	2002-2003 Appropriations
			($ 000)		
1. Secrétariat général et Secrétariat général adjoint aux affaires parlementaires et institutionnelles	16 619,9	-	6,0	**16 625,9**	15 756,0
2. Secrétariat général adjoint aux affaires administratives	33 567,3	4 570,0	5 800,3	**34 797,6**	36 652,7
3. Statutory Support Services for Parliamentarians	41 446,8	-	-	**41 446,8**	41 279,3
	91 634,0	4 570,0	5 806,3	**92 870,3**	93 688,0
Less: Permanent Appropriations				**92 870,3**	93 688,0
Appropriations to be Voted				-	-

Allotment by Supercategory

Expenditure Budget	2003-2004	2002-2003
		($ 000)
Remuneration	**66 291,2**	64 581,0
Operating	**25 188,4**	24 602,4
Transfer	**154,4**	154,4
Total	**91 634,0**	89 337,8
Programs Staff Level	**586**	586
Total Staff Level	**586**	586
Capital Budget		
Fixed Assets	**5 806,3**	8 920,2
Total	**5 806,3**	8 920,2

Program 1
Secrétariat général et Secrétariat général adjoint aux affaires parlementaires et institutionnelles

Elements	2003-2004				2002-2003
	Expenditure Budget	Less: Depreciation	Plus: Capital Budget	**Appropriations**	Appropriations
			($ 000)		
1. Parliamentary affairs	5 952,0	-	-	**5 952,0**	5 598,7
2. Institutional affairs	10 667,9	-	6,0	**10 673,9**	10 157,3
	16 619,9	-	6,0	**16 625,9**	15 756,0
Less:					
Permanent Appropriations					
Act respecting the National Assembly, (R.S.Q., c. A-23.1)					
Element 1				**5 952,0**	5 598,7
Element 2				**10 673,9**	10 157,3
Appropriation to be Voted				**-**	-

The objective of this program is to assist Members in the exercise of their duties as legislators and controllers of government activity, to inform Members of Parliament and citizens of the National Assembly's activities, administer the library and provide for protocol and pedagogical activities, as well as inter-parliamentary activities.

Allotment by Supercategory

Expenditure Budget	**Elements**		2003-2004	2002-2003
	1	**2**		
		($ 000)		
Remuneration	5 470,3	7 923,2	**13 393,5**	12 375,7
Operating	481,7	2 640,3	**3 122,0**	3 269,9
Transfer	-	104,4	**104,4**	104,4
	5 952,0	10 667,9	**16 619,9**	15 750,0
Total Staff Level	101	157	**258**	257
Capital Budget				
Fixed Assets	-	6,0	**6,0**	6,0
	-	6,0	**6,0**	6,0

Program 2
Secrétariat général adjoint aux affaires administratives

Elements	2003-2004				2002-2003
	Expenditure Budget	Less: Depreciation	Plus: Capital Budget	**Appropriations**	Appropriations
			($ 000)		
1. Technical and Administrative support	15 314,6	-	5 710,3	**21 024,9**	23 506,4
2. Resource management support	18 252,7	4 570,0	90,0	**13 772,7**	13 146,3
	33 567,3	4 570,0	5 800,3	**34 797,6**	36 652,7
Less:					
Permanent Appropriations					
Act respecting the National Assembly, (R.S.Q., c. A-23.1)					
Element 1				**21 024,9**	23 506,4
Element 2				**13 772,7**	13 146,3
Appropriation to be Voted				-	-

The objective of this program is to provide the support necessary for parliamentarians and administrative units with regard to the management of financial, human and material resources, as well as services relating to the dissemination of the debates, information technology and the security of individuals and property, along with the management of the buildings and restaurants.

Allotment by Supercategory

Expenditure Budget	**Elements**		**2003-2004**	**2002-2003**
	1	**2**		
		($ 000)		
Remuneration	9 374,9	11 585,9	**20 960,8**	20 122,0
Operating	5 939,7	6 666,8	**12 606,5**	12 186,5
	15 314,6	18 252,7	**33 567,3**	32 308,5
Total Staff Level	198	130	**328**	329
Capital Budget				
Fixed Assets	5 710,3	90,0	**5 800,3**	8 914,2
	5 710,3	90,0	**5 800,3**	8 914,2

Program 3
Statutory Support Services for Parliamentarians

Elements	2003-2004				2002-2003
	Expenditure Budget	Less: Depreciation	Plus: Capital Budget	**Appropriations**	Appropriations
			($ 000)		
1. Indemnities and Allocations	21 305,9	-	-	**21 305,9**	21 350,1
2. Members' Staff	17 996,9	-	-	**17 996,9**	17 882,2
3. Parties' Research Services	1 515,0	-	-	**1 515,0**	1 515,0
4. Pension Plan of the Members of the National Assembly	629,0	-	-	**629,0**	532,0
	41 446,8	-	-	**41 446,8**	41 279,3
Less:					
Permanent Appropriations					
Act respecting the conditions of employment and the pension plan of the Members of the National Assembly, (R.S.Q., c. C-52.1)					
Element 1				**12 988,5**	13 152,1
Element 4				**629,0**	532,0
Act respecting the National Assembly, (R.S.Q., c. A-23.1)					
Element 1				**8 317,4**	8 198,0
Element 2				**17 996,9**	17 882,2
Element 3				**1 515,0**	1 515,0
Appropriation to be Voted				**-**	-

The objective of this program is to ensure that Members have necessary resources for carrying out their duties.

Allotment by Supercategory

Expenditure Budget	**Elements**				**2003-2004**	**2002-2003**
	1	**2**	**3**	**4**		
			($ 000)			
Remuneration	13 954,2	16 155,4	1 198,3	629,0	**31 936,9**	32 083,3
Operating	7 351,7	1 791,5	316,7	-	**9 459,9**	9 146,0
Transfer	-	50,0	-	-	**50,0**	50,0
	21 305,9	17 996,9	1 515,0	629,0	**41 446,8**	41 279,3

Transfer Appropriations

	2003-2004	2002-2003
	($ 000)	
Program 1 - Secrétariat général et Secrétariat général adjoint aux affaires parlementaires et institutionnelles		
Jean-Charles Bonenfant Foundation	**104,4**	104,4
Program 3 - Statutory Support Services for Parliamentarians		
Other Transfer Projects	**50,0**	50,0
Total	**154,4**	154,4

Allotment by Beneficiary

	2003-2004	2002-2003
	($ 000)	
Non-profit Organizations	**50,0**	50,0
Individuals	**104,4**	104,4
Total	**154,4**	154,4

Allotment by Expenditure Category

	2003-2004	2002-2003
	($ 000)	
Support	**154,4**	154,4
Total	**154,4**	154,4

ANNUAL EXPENDITURE MANAGEMENT PLANS OF THE NATIONAL ASSEMBLY

NATIONAL ASSEMBLY

1. MISSION AND CORE BUSINESSES

Composed of all the members elected by universal suffrage, the National Assembly is the supreme legitimate authority, the embodiment of democracy in Québec society. Under the Constitution, it holds legislative power jointly with the Lieutenant-Governor. It is therefore important for the National Assembly to use all possible avenues to fully assume its responsibilities.

Parliamentary tradition gives parliamentary assemblies two fundamental roles: passing laws in areas under their jurisdiction and exercising control over the executive power and the public administration. Assemblies are also called upon to render decisions on current issues through their members.

When the National Assembly legislates, it enacts laws, which are binding within Québec, in its areas of jurisdiction as recognized by the Constitution. Legislation passed by the National Assembly consists of either public statutes applicable to all or a significant proportion of Quebecers, or private statutes that affect a more restricted segment of society, such as corporations, municipalities and individuals.

The National Assembly is also mandated to exercise continuous control over the executive power and the public administration. Members of the Conseil exécutif and the various public agencies under their authority must regularly report to the National Assembly on their policies and activities.

Moreover, through various means available to its members, the National Assembly enables the latter to take collective or individual stands on current issues.

The independence of the National Assembly is essential to the attainment of its mission. For this reason, the law gives it the sole power to decide its operating methods, both procedural and administrative.

Taking into account the mission, functions and clienteles of the National Assembly, its operational activities fall into three broad core businesses, namely, services to members of the National Assembly (MNAs), parliamentary and institutional business, and administrative business.

2. BUDGETARY CHOICES AND STRATEGIC PLAN

The National Assembly's financial resources are distributed in a manner so as to ensure continuous and improved services to members, with the aim of creating closer ties between citizens and democratic institutions.

These premises served as the basis for the development of the National Assembly's 2002-2004 strategic plan. This first strategic plan was developed through collaboration with administrative personnel, and subsequent to consultations with MNAs. It represents a tool essential for achieving the National Assembly's administrative mission, which notably focuses on supporting MNAs in carrying out their legislative duties, as well as the other elements of the institution's primary mission.

Orientation 1: Improved and better adapted services in order to strengthen the National Assembly's effectiveness and to offer a greater degree of support to members in performing their duties

CONTINUOUS IMPROVEMENT OF CONSULTING AND SUPPORT SERVICES

The National Assembly's administrative organization seeks to continuously improve the consulting and support services offered MNAs and, more particularly, to those who spearhead issues in the Assembly or on commissions as well as those who carry out, as Office members, management, control or regulatory functions. A constant concern will involve adapting these services to emerging needs and to the new requirements of parliamentary work and to take advantage of technological opportunities.

Objectives:

Support the implementation of the parlementary section of the *Public Administration Act* (R.S.Q., c. A-6.01).

Ensure the consolidation and development of training and professional retraining activities.

Ensure the development and modernization of technological tools.

Ensure access to useful and relevant documentation and sources of information.

Orientation 2: A National Assembly that is better understood, more accessible and better presented

CITIZEN RELATIONS

Enlightened citizens that exercise their democratic rights and duties are one of the cornerstones of a strong democratic society. In conjunction with members, the administration intends to maintain its efforts to increase citizens' knowledge of the mission, role and operations of the National Assembly, the supreme legitimate authority for defining and implementing democratic principles, and of its members, the MNAs. It will seek to render the National Assembly more accessible to citizens, and to undertake activities focused on preserving and enhancing the value of the architectural and written heritage of Québec parliamentary institutions, witnesses and recorders of the democratic activities taking place therein.

Objectives:

Promote the role of the National Assembly and MNAs.

Ensure that citizens have greater access to MNAs, the National Assembly and the work carried out by the latter.

Ensure the preservation and enhancement of our heritage.

Orientation 3: An administration banking on the skills and mobilization of its personnel, as well as modern and efficient management of its resources

MODERNIZATION, MOBILIZATION AND DEVELOPMENT OF SKILLS

The increasing complexity of the work done by MNAs requires that the administration be constantly concerned with maintaining and developing the skills of its employees, so as to offer services that better meet the needs of the Assembly and its members.

Objectives:

- Promote the recruitment, development and renewal of skills.
- Favour mobilization of personnel.
- Emphasize modernization of its management.

3. PROGRAM EVALUATIONS

No evaluation is planned.

4. BUDGET PLAN

The expenditure budget of the National Assembly is divided among three programs that use appropriations allotted to them to optimize the core businesses described above.

EXPENDITURE BUDGET BY PROGRAM

	2003-2004		2002-2003	
	EXPENDITURE BUDGET ($000) (1)	CHANGE ($000) (2)=(1)-(3)	EXPENDITURE BUDGET ($000) (3)	PROBABLE EXPENDITURE ($000) (4)
1. Secrétariat général et Secrétariat général adjoint aux affaires parlementaires et institutionnelles	16,619.9	869.9	15,750.0	15,750.0
2. Secrétariat général adjoint aux affaires administratives	33,567.3	1,258.8	32,308.5	32,308.5
3. Statutory Support Services for Parliamentarians	41,446.8	167.5	41,279.3	41,279.3
Total	91,634.0	2,296.2	89,337.8	89,337.8
Staff level (FTEs) (excluding special funds)	586	—	586	—

The National Assembly's 2003-2004 expenditure budget totals $91.6 million, or a $2.3 million increase over the 2002-2003 expenditure budget.

Note that the National Assembly expenditure budget appearing in the 2003-2004 appropriations is indicated for information purposes only, and the Office of the National Assembly has the prerogative of making any adjustments deemed appropriate.

Program 1: Secrétariat général et Secrétariat général adjoint aux affaires parlementaires et institutionnelles

The purpose of this program is to assist MNAs in performing their role as legislators and controllers of government activity, to inform parliamentarians and the public about National Assembly proceedings, and to administer the library, protocol and educational, and interparliamentary activities.

Expenditures under this program in 2003-2004 will be $0.9 million greater than in the 2002-2003 expenditure budget. This is due mainly to an increase in remuneration costs.

Program 2: Secrétariat général adjoint aux affaires administratives

The purpose of this program is to support MNAs and administrative units in managing financial, human and material resources on the one hand, and services related to broadcasting debates, information technology, personal and physical security, and management of the land, buildings and restaurants on the other.

The $1.2 million increase in the expenditure budget is mainly the result of a $0.8 million increase in payroll costs and a $0.4 million increase in energy costs for operating and maintaining the fixed assets.

Program 3: Statutory Support Services for Parliamentarians

This program provides MNAs with the resources they need to carry out their duties.

Expenditures under this program will be $0.2 million higher than in the 2002-2003 expenditure budget. This budget variation is due mainly to changes in the political staff and increased expenditures for the MNA retirement plan.

CAPITAL BUDGET

	2003-2004 ($000)	2002-2003 ($000)
Fixed Assets	5,806.3	8,920.2
Loans, Investments and Advances	—	—

The capital budget for fiscal year 2003-2004 shows a decrease of $3.1 million, in comparison to the 2002-2003 budget. The majority of the amount invested in 2003-2004 is for updating the technological infrastructures and acquiring related hardware and equipment.

PERSONS APPOINTED BY NATIONAL ASSEMBLY

Persons Appointed by the National Assembly

Programs	2003-2004 Expenditure Budget	Less: Depreciation	Plus: Capital Budget	**Appropriations**	2002-2003 Appropriations
			($ 000)		
1. The Public Protector	8 003,5	110,3	200,0	**8 093,2**	8 012,1
2. The Auditor General	19 279,0	415,9	250,0	**19 113,1**	18 983,0
3. Administration of the Electoral System	73 292,9	980,0	3 284,0	**75 596,9**	32 262,9
4. The Lobbyists Commissioner	2 495,4	121,2	18,0	**2 392,2**	1 557,0
	103 070,8	1 627,4	3 752,0	**105 195,4**	60 815,0
Less:					
Permanent Appropriations				**75 847,2**	34 070,2
Carry-over Appropriations				**225,5**	-
Appropriations to be Voted				**29 122,7**	26 744,8

Allotment by Supercategory

Expenditure Budget	2003-2004	2002-2003
		($ 000)
Remuneration	**35 550,9**	33 196,1
Operating	**64 892,6**	25 112,7
Transfer	**2 627,3**	2 627,3
Total	**103 070,8**	60 936,1
Programs Staff Level	**562**	544
Total Staff Level	**562**	544
Capital Budget		
Fixed Assets	**3 752,0**	2 150,0
Total	**3 752,0**	2 150,0

Program 1
The Public Protector

Element	2003-2004				2002-2003
	Expenditure Budget	Less: Depreciation	Plus: Capital Budget	**Appropriations**	Appropriations
			($ 000)		
1. The Public Protector	8 003,5	110,3	200,0	**8 093,2**	8 012,1
Less:					
Permanent Appropriations					
Public Protector Act, (R.S.Q., c. P-32)					
Element 1				**250,3**	250,3
Carry-over Appropriations					
Appropriation Act N° 2, 2002-2003 (2002, c. 3)				**225,5**	-
Appropriation to be Voted				**7 617,4**	7 761,8

The objective of this program is to enable the Public Protector to consider and appraise citizens' complaints regarding government administration.

Allotment by Supercategory

Expenditure Budget	**Element**	**2003-2004**	**2002-2003**
	1		
	($ 000)		
Remuneration	6 319,6	**6 319,6**	6 182,5
Operating	1 683,9	**1 683,9**	1 732,6
	8 003,5	**8 003,5**	7 915,1
Total Staff Level	94	**94**	94
Capital Budget			
Fixed Assets	200,0	**200,0**	200,0
	200,0	**200,0**	200,0

Authorization to carry over a portion of the appropriation under this program

The unused portion of the appropriation in respect of this program may be carried over in 2004-2005 in an amount equivalent to up to 3% of the appropriation to be voted, provided that this appropriation has not been increased through recourse to the contingency fund.

Program 2
The Auditor General

Element	2003-2004				2002-2003
	Expenditure Budget	Less: Depreciation	Plus: Capital Budget	**Appropriations**	Appropriations
			($ 000)		
1. The Auditor General	19 279,0	415,9	250,0	**19 113,1**	18 983,0
Appropriation to be Voted				**19 113,1**	18 983,0

The objective of this program is to enable the Auditor General to carry out an audit, to verify conformity and optimal use of the resources of the Consolidated Revenue Fund, departments and several government agencies and enterprises and to report the results of this examination to the National Assembly.

Allotment by Supercategory

Expenditure Budget	**Element**	2003-2004	2002-2003
	1		
	($ 000)		
Remuneration	16 294,4	**16 294,4**	14 966,0
Operating	2 984,6	**2 984,6**	3 522,9
	19 279,0	**19 279,0**	18 488,9
Total Staff Level	252	**252**	234
Capital Budget			
Fixed Assets	250,0	**250,0**	950,0
	250,0	**250,0**	950,0

Program 3
Administration of the Electoral System

Elements	2003-2004				2002-2003
	Expenditure Budget	Less: Depreciation	Plus: Capital Budget	**Appropriations**	Appropriations
			($ 000)		
1. Internal Management and Support	14 981,7	300,0	450,0	**15 131,7**	14 481,7
2. Commission de la représentation électorale	580,6	-	-	**580,6**	580,6
3. Electoral Activities	57 730,6	680,0	2 834,0	**59 884,6**	17 200,6
	73 292,9	980,0	3 284,0	**75 596,9**	32 262,9
Less:					
Permanent Appropriations					
Election Act, (R.S.Q., c. E-3.3)					
Element 1				**15 131,7**	14 481,7
Element 2				**580,6**	580,6
Element 3				**59 884,6**	17 200,6
Appropriation to be Voted				**-**	-

The objective of this program is to enforce legislation respecting election administration and the financing of political parties.

Allotment by Supercategory

Expenditure Budget	**Elements** 1	2	3	2003-2004	2002-2003
			($ 000)		
Remuneration	11 345,4	-	-	**11 345,4**	11 068,6
Operating	3 636,3	580,6	55 103,3	**59 320,2**	19 197,0
Transfer	-	-	2 627,3	**2 627,3**	2 627,3
	14 981,7	580,6	57 730,6	**73 292,9**	32 892,9
Total Staff Level	195	-	-	**195**	195
Capital Budget					
Fixed Assets	450,0	-	2 834,0	**3 284,0**	1 000,0
	450,0	-	2 834,0	**3 284,0**	1 000,0

Program 4
The Lobbyists Commissioner

Element	2003-2004				2002-2003
	Expenditure Budget	Less: Depreciation	Plus: Capital Budget	**Appropriations**	Appropriations
			($ 000)		
1. The Lobbyists Commissioner	2 495,4	121,2	18,0	**2 392,2**	1 557,0
Less:					
Permanent Appropriations					
Act respecting the National Assembly, (R.S.Q., c. A-23.1)					
Element 1				-	1 557,0
Appropriation to be Voted				**2 392,2**	-

The objective of this program is to allow the Lobbyists Commissioner to oversee and control lobbying activities with those holding a public trust within parliamentary, government and municipal institutions.

Allotment by Supercategory

Expenditure Budget	**Element** 1	2003-2004	2002-2003
	($ 000)		
Remuneration	1 591,5	**1 591,5**	979,0
Operating	903,9	**903,9**	660,2
	2 495,4	**2 495,4**	1 639,2
Total Staff Level	21	**21**	21
Capital Budget			
Fixed Assets	18,0	**18,0**	-
	18,0	**18,0**	-

Transfer Appropriations

	2003-2004	2002-2003
	($ 000)	
Program 3 - Administration of the Electoral System		
Financing of Political Parties	**2 627,3**	2 627,3
Total	**2 627,3**	2 627,3

Allotment by Beneficiary

	2003-2004	2002-2003
	($ 000)	
Non-profit Organizations	**2 627,3**	2 627,3
Total	**2 627,3**	2 627,3

Allotment by Expenditure Category

	2003-2004	2002-2003
	($ 000)	
Support	**2 627,3**	2 627,3
Total	**2 627,3**	2 627,3

ANNUAL EXPENDITURE MANAGEMENT PLANS OF PERSONS APPOINTED BY NATIONAL ASSEMBLY

THE PUBLIC PROTECTOR

MESSAGE OF THE PUBLIC PROTECTOR

The annual expenditure management plan covers the 2003-2004 fiscal year and is derived from the orientations and objectives of the 2001-2004 strategic plan transmitted to the President of the National Assembly in March 2001. In accordance with the requirements of the *Public Administration Act* (R.S.Q., c. A-6.01), it presents the budgetary choices, the objectives and the actions contemplated to achieve the strategic orientations.

This plan, which I am committed to realizing, seeks to improve the protection of citizens against errors or injustices of the public administration, in accordance with the Public Protector's mission.

PAULINE CHAMPOUX-LESAGE

THE PUBLIC PROTECTOR

1. MISSION AND CORE BUSINESSES

The Public Protector is an ombudsman, a word of Swedish origin meaning "a person who speaks on behalf of others". Ensuring that each individual is treated fairly by the public administration is at the centre of the Public Protector's concerns.

The *Public Protector Act* (R.S.Q., c. P-32) mandates the Public Protector to oversee the public administration. The Public Protector steps in when there is reason to believe that a person or a group of people has been or could be injured. Appointed by the National Assembly, she acts wholly independently as the protector of rights. In this capacity, the Public Protector strengthens the rule of law and the democratic values underlying the relations between the State and its citizens.

The Public Protector is mandated to receive complaints from any individual about the actions of the public administration. When there is a valid complaint against a department or agency, the Public Protector steps in, using her power of investigation if necessary, to remedy the prejudicial situation and prevent it from recurring.

The Public Protector also takes steps to prevent prejudicial situations by making proposals on the potential sources of problems.

The Public Protector's mission is essential to guarantee the accountability of managers and the transparency of public services, thereby protecting democratic rights and values.

2. BUDGETARY CHOICES AND STRATEGIC PLAN

The Public Protector adopted a three-year strategic plan in 2001-2002, which put forward the following orientations:

— Reaffirm the Public Protector's commitment regarding direct services to the public;

— Maximize the Public Protector's influence, using a preventive and proactive approach;

— Maximize the Public Protector's influence by ensuring implementation of her recommendations;

— Develop a motivated and efficient organization.

In 2003-2004, the last year of implementation of the strategic plan, the Public Protector intends to complete current projects and pursue necessary actions each year in order to support the plan's orientations. More specifically, the choices for allocating resources this year will focus on:

— Increasing the Public Protector's name recognition, with a targeted action in the Outaouais region for 2003-2004 ($35,000);

— Monitoring parliamentary activities and continuously tracking trends in recurring complaints;

— Rigorously following up the recommendations made to government departments and agencies.

— Overhauling the computerized investigation file management system ($200,000).

Orientation 1: Reaffirm the Public Protector's commitment regarding direct services to the public

NAME RECOGNITION OF THE PUBLIC PROTECTOR WITH TARGET POPULATION SEGMENTS

Despite 35 years of existence as an institution, the Public Protector is still little known to the Québec public. Although it is necessary to increase the Public Protector's name recognition with all citizens, the limited means available led to specific targeting of a region each year. In 2003-2004, given the smaller number of requests received from this region, the Outaouais will be the object of specific communication activities. Moreover, it appears expedient to provide better information to clients of correctional services about the services the Public Protector offers, which often seem to be misunderstood.

Objective:	Make the Public Protector's role and services better known to the general public and especially to targeted population segments.
Results indicator:	Degree of implementation of the communication plan.
Planned actions:	Implement a communication plan to reach all citizens, and more specifically the population of the Outaouais region. Produce a specific pamphlet for clients of correctional services.

Orientation 2: Maximize the Public Protector's influence, using a preventive and proactive approach

MONITORING PARLIAMENTARY ACTIVITIES

The Public Protector does not limit itself to handling citizen complaints against the public administration. It also intervenes preventively and proactively so that prejudicial situations do not occur. One preferred means is to pay constant attention to proposed legislation and amendments to government programs. Monitoring Parliamentary activities is an excellent source of information and a favoured area of influence.

Objective:	Accentuate the Public Protector's advisory role to the legislature.
Results indicator:	Number of interventions and results obtained.
Planned action:	Submit comments and opinions to departments and agencies and to the legislature.

CONTINUOUS TRACKING OF TRENDS IN RECURRING COMPLAINTS

Analysis of all complaints received in a given period makes it possible to detect recurring problems with a collective or systemic effect. This means allows the Public Protector to intervene to mitigate harmful effects or prevent their recurrence.

Objective:	Target and accomplish timely interventions to mitigate harmful effects or prevent their recurrence.
Results indicator:	Number of recommendations made to departments and agencies regarding systemic aspects.
Planned action:	Produce a semiannual analysis of recurring complaints and intersectorial problems.

Orientation 3: Maximize the Public Protector's influence by ensuring implementation of her recommendations

FOLLOWING UP RECOMMENDATIONS MADE TO DEPARTMENTS AND AGENCIES

The Public Protector regularly submits recommendations to the management of departments and agencies to resolve specific situations or improve services to the public. Ensuring rigorous follow-up of these recommendations will make it possible to maximize their rate of acceptance and implementation. The Public Protector has adopted a follow-up process for its recommendations.

Objective:	Rigorously follow up each of the recommendations to increase their implementation.
Results indicator:	Rate of recommendations accepted and implemented.
Planned action:	Use and evaluation of the newly implemented computerized management trend chart.

Orientation 4: Develop a motivated and efficient organization

OVERHAUL OF THE INVESTIGATION FILE MANAGEMENT SYSTEM

The main computerized system supporting the accomplishment of the Public Protector's mission, the investigation file management system, responds less and less effectively to organizational needs, making it difficult to follow up the commitments made under the *Public Administration Act* (R.S.Q., c. A-6.01). This aging system will no longer be supported by information technology providers in the near future. The time has come to introduce a better adapted tool.

Objective:	Introduce a management system for citizen requests for intervention that will be better suited to the organization's needs in terms of supporting its mission and more efficient management of resources.

Results indicator:	Implementation of a new system within budget and on schedule.
Planned action:	Develop a new system by applying a rigorous and proven methodology with the assistance of internal and external experts.

3. PROGRAM EVALUATIONS

The Public Protector's activities are essentially based on the *Public Protector Act* (R.S.Q., c. P-32) and only constitute a single budget program. The organizational processes of this single program were reviewed over the past two years to adjust them to the clients' needs and seek improvement in the quality of services. No additional evaluation is foreseen in 2003-2004. Moreover, the reflection process conducted in 2002-2003 to review the constituting Act and better adapt it to the public administration's current context will continue in the coming year.

4. BUDGET PLAN

The budget variation compared to last year comes from carrying forward appropriations not used in 2002-2003.

EXPENDITURE BUDGET BY PROGRAM

	2003-2004		2002-2003	
	EXPENDITURE BUDGET	VARIATION	EXPENDITURE BUDGET	PROBABLE EXPENDITURE
	($000)	($000)	($000)	($000)
	(1)	(2)=(1)-(3)	(3)	(4)
1. The Public Protector	8,003.5	88.4	7,915.1	7,678.0
Total	8,003.5	88.4	7,915.1	7,678.0
Staff level (FTEs)	94	0	94	—

The purpose of this program is to enable the Public Protector to receive grievances from citizens about the public administration, intervene to correct prejudicial situations and prevent them from recurring. It is also intended to prevent prejudicial situations and protect democratic rights and values.

For 2003-2004, the Public Protector forecasts expenditures similar to the previous year. No specific item has significantly changed the activities necessary to accomplish her organization's mission, except for a special expenditure estimated at $47,000 to ensure the organization for the meeting of the board of directors of the International Ombudsman Institute, which it will host in October 2003.

The staff level grew by nine positions by Order in Council in 2002-2003. The correction made by the Order in Council reflects transfers of positions and additional remuneration appropriations obtained in previous years.

CAPITAL BUDGET

	2003-2004 ($000)	2002-2003 ($000)
Fixed Assets	200.0	200.0
Loans, Investments and Advances	-	-

Capital expenditures in 2003-2004 will allow for beginning the overhaul of the investigation file management system, as specified in Orientation 4. Capital expenditures will also be necessary to maintain the computer equipment that supports the accomplishment of the Public Protector's mission.

THE AUDITOR GENERAL

MESSAGE FROM THE AUDITOR GENERAL

The annual expenditure management plan for the 2003-2004 fiscal year was prepared in accordance with the draft plan of our 2003-2006 strategic orientations, which will be tabled in the National Assembly shortly. This plan, which I will implement, aims to assure the continuity and development of my audit activities.

DORIS PARADIS, CA
Interim Auditor General

THE AUDITOR GENERAL

1. MISSION AND CORE BUSINESSES

The Auditor General's mission is to contribute to parliamentary control of funds and other public property through fully independent financial statement audits and evaluation of management quality and accountability of the entities within her jurisdiction, while promoting sound practices in these areas.

Financial statement audits are intended to assess whether the annual financial statements of the entities concerned give a faithful presentation of their financial positions. When the constituting Act of a government agency or corporation allows such an entity to appoint an auditor from a private firm, the Auditor General exercises the right to examine that professional's work to ensure that it meets the special requirements of legislative auditing.

Evaluating the quality of management and accountability represents a second audit field. The purpose of this kind of audit is to inform parliamentarians who wish to know whether government management is carried out with due regard for economy, efficiency and effectiveness, whether managers adequately account for their activities and whether those activities comply with legislation, regulations, policies and guidelines.

2. BUDGETARY CHOICES AND STRATEGIC PLAN

All of the Auditor General's resources are assigned to legislative auditing and its support. Nearly half of the audit effort concerns the consolidated financial statements of the government and those of over a hundred of its agencies and corporations. The other half is dedicated to evaluating the quality of management and accountability of the entities within the Auditor General's jurisdiction. The 2003-2006 strategic plan will soon be communicated to the National Assembly.

Orientation 1: Maintain confidence in the faithfulness of the information published in the financial statements and strengthen confidence in the quality of accountability for performance

USEFUL FINANCIAL STATEMENTS

The usefulness of financial statements depends on their timely availability. For the information thus published to provide adequate support to the decision-making process, parliamentarians and other users must be able to obtain it at a time when it is still likely to influence their decisions. The interest in having such financial data diminishes over time.

Objective:	By 2006, ensure that 80% of the financial statements audited by the Auditor General are transmitted to the entities within 90 days of their fiscal year end. For 2003-2004, the target is 60%.
Results indicator:	Percentage of audited financial statements transmitted to the entity within 90 days.

Planned actions:	Agree on schedules with the entities.
	Adapt our audit strategies.
Objective:	By 2006, induce the government to table its consolidated financial statements in the National Assembly no later than 15 days after the session resumes in the fall.
Results indicator:	Production deadline for the government's consolidated financial statements.
Planned action:	Agree on schedules with the government.

Orientation 2: Maximize the influence of our work on improvement of the management practices of government entities

RESOURCE OPTIMIZATION AUDIT GEARED TO THE NEEDS OF THE LEGISLATURE, APPREHENDED DEFICIENCIES AND RISKS

Through the resource optimization audit, the Auditor General pursues the goal of directly assessing management and reporting on it to the National Assembly. While fulfilling this mandate, she seeks to promote best management practices and accountability. She selects her projects according to the needs of the legislature, apprehended deficiencies and the risks related to the nature of the activities contemplated by her work.

Objective:	Conduct at least one resource optimization audit per year in each of the following fields: health, education, information resources and modernization of government management.
Results indicator:	Number of resource optimization audit reports in each of the specified fields.
Planned action:	Update our intervention strategy according to the needs of the legislature, the deficiencies and the risks.
Objective:	By 2006, adopt an intervention strategy on the environment and sustainable development field and carry out three interventions.
Results indicators:	Intervention strategy on the environment and sustainable development.
	Number of interventions in this field.
Planned actions:	By 2004, develop an intervention strategy on the environment and sustainable development.
	Conduct an intervention in this field.

VALUE ADDED IN AUDITING OF FINANCIAL STATEMENTS, INCLUDING THE AUTHORIZATION COMPLIANCE AUDIT

The formulation within the entities of a greater number of comments resulting from our audits of financial statements, including the authorization compliance audit, makes it possible to improve the management of public funds. Informing the National Assembly of the contents of some of these reports also contributes to increasing the added value of these audit activities.

Objective:	Produce at least thirty reports annually, addressed to the entities, and transmit at least ten of them to the National Assembly.
Results indicators:	Number of reports to management addressed to the entities. Number of excerpts of reports to management transmitted to the National Assembly.
Planned action:	Annually provide for time to determine the management practices needing improvement.

Orientation 3: Be recognized as a productive organization adapting to the new realities and offering employees stimulating challenges

A FULFILLING AND BALANCED WORK ENVIRONMENT

The Auditor General recognizes the importance of an advantageous quality of life at work that primarily depends on a balance between professional and personal life. She therefore seeks to offer an environment rich in experiences, in which teamwork is recognized and valued. She also promotes the development of professional skills.

Objective:	By 2006, target high staff satisfaction, particularly concerning the development of professional skills and the balance between professional and personal life, and increase the sense of belonging.
Results indicator:	Turnover rate.
Planned actions:	Survey employee satisfaction and take concrete actions to improve the work environment.

COMMUNICATIONS AND QUALITY WORK

The Auditor General, constantly concerned about improving the efficiency of her audits, recognizes the importance of increasing the use of information technology to improve her institution's productivity.

Objective:	Increase the use of information technology in our audits and management.
Results indicators:	Completion of the feasibility study. Successful implementation of the GIRES solution.

Planned actions:	Conduct a feasibility study for computerization of audit files. Implement the GIRES solution according to the proposed schedules.
Objective:	By 2005, deliver exemplary accountability.
Results indicator:	Annual management report based on generally accepted auditing principles concerning publication of information on performance.
Planned action:	Develop and implement information systems to improve our management trend chart.

3. PROGRAM EVALUATIONS

In the past year, the Auditor General studied the possibility of broadening her mandate to contribute more to parliamentary control in government corporations and in the environment and sustainable development field. In 2003-2004, a bill to amend the *Auditor General Act* (R.S.Q., c. V-5.01) will be submitted to the National Assembly. The resources available for program evaluation have been dedicated to this operation.

4. BUDGET PLAN

The program's objective is to enable the Auditor General to conduct the financial statement audit, the authorization compliance audit and the resource optimization audit of the Consolidated Revenue Fund, the government departments, agencies and corporations and grant recipients. On the other hand, its purpose is also to provide the Auditor General with the means of communicating the result of this work in a report tabled in the National Assembly.

We should note that on April 18, 2002, the Office of the National Assembly approved an Auditor General staff recovery plan. The Auditor General's staff level had declined by more than 50 positions in the preceding ten years. The recovery plan, which was approved, aims to increase this staff level to 43 positions: 25 positions in 2002-2003 and 18 more in 2003-2004.

For 2003-2004, application of this recovery plan is therefore causing a budget increase of $1.25 million. However, a portion of this amount, $383,000, will serve to support the annual increase in salaries and other costs. Thus, in 2003-2004, out of the 18 additional positions authorized, the Auditor General forecasts that 11 positions will be filled.

EXPENDITURE BUDGET BY PROGRAM

		2003-2004		2002-2003	
		EXPENDITURE BUDGET	VARIATION	EXPENDITURE BUDGET	PROBABLE EXPENDITURE
		($000)	($000)	($000)	($000)
		(1)	(2) = (1) - (3)	(3)	(4)
2.	**The Auditor General**	19,279.0	790.1	18,488.9	17,383.3
	Total	19,279.0	790.1	18,488.9	17,383.3
	Staff Level (FTEs) (excluding special funds)	252	18	234	234

Program 2: The Auditor General

The budget variation in 2003-2004 is explained as follows:

- $1,251,000 due to the increase in resources forecast in the staff recovery plan, with the aim of restoring the audit staff to a more acceptable level, thus contributing to reducing the high staff turnover rate;
- $9,100 from the increase in rental expenditure;
- and the reduction of non-recurring expenditures by $470,000, related to the Québec City office move.

The variance between the 2002-2003 expenditure budget and the probable expenditure primarily results from the additional costs occasioned by the move, which were accounted for as investments.

CAPITAL BUDGET

	2003-2004 ($000)	2002-2003 ($000)
Fixed Assets	250.0	950.0
Loans, Investments and Advances	—	—

The variation of the capital budget in 2003-2004 is explained by $700,000 in non-recurring expenditures in 2002-2003 related to setting up the new Québec City office.

In 2003-2004, the Auditor General's capital expenditures will mainly pertain to computer hardware.

THE DIRECTOR GENERAL OF ELECTIONS

MESSAGE FROM THE DIRECTOR GENERAL OF ELECTIONS

This annual expenditure management plan was prepared in accordance with our 2001-2005 strategic orientations, which were transmitted to the President of the National Assembly on March 30, 2001.

The budget information included in this expenditure management plan covers the 2003-2004 fiscal year. These data are only provided by way of indication, given that under the *Public Administration Act* (R.S.Q., c. A-6.01), the Director General of Elections is not required to submit an annual expenditure management plan.

However, the *Public Administration Act* (R.S.Q., c. A-6.01) concerns the Director General of Elections with regard to strategic planning, particularly for the annual management report.

MARCEL BLANCHET

THE DIRECTOR GENERAL OF ELECTIONS

1. MISSION AND CORE BUSINESSES

The mission of the Directeur général des élections du Québec (DGE) is to administer the electoral system for the election of members of the National Assembly and, to some extent, of members of municipal councils, by guaranteeing the right of Quebecers to exercise their vote freely.

As a person appointed by the National Assembly, the DGE benefits from a special status which confers full autonomy on the institution he runs in relation to the executive authority.

Under his responsibility for provincial elections, the DGE provides training of electoral staff and updates the information contained in the permanent voters' list. He monitors the revision and voting process and the census, as the case may be. He issues directives to enforce the election law.

Regarding political party financing and control of electoral expenditures, the DGE authorizes parties, party bodies, independent MNAs and independent candidates to collect contributions and make electoral expenditures, verifying their compliance with the Act. He provides training and support to municipal treasurers, official agents and official representatives of parties and candidates. He reviews the financial reports and the expenditure reports. To ensure enforcement of the legislation under his responsibility, the DGE has powers of investigation and prosecution.

The DGE does not directly administer municipal and school elections. However, he provides training and support to the chief returning officers who are responsible for the operations. The DGE supervises the control of electoral expenditures and financing of political parties and candidates.

In the field of electoral representation, the DGE provides professional and technical support to the Commission de la représentation électorale, which does not have its own staff.

2. BUDGETARY CHOICES AND STRATEGIC PLAN

The first budgetary choice adopted is related to the DGE's first strategic orientation, "Modern management based on quality service", which breaks down into three intervention approaches:

— High-quality services for citizens and partners;

— Optimal use of technologies;

— Well-trained, versatile personnel, and a high-quality up-and-coming generation of employees.

These three intervention approaches lead the DGE to take concrete actions regarding the quality of services and products offered to the voters. Several actions are contemplated to increase accessibility of services. In election periods, 65 additional employees of the Information Centre will be recruited and trained and an interactive voice response service will be maintained in operation. This first budgetary choice for the 2003-2004 fiscal year represents an amount of approximately $0.7 million.

The second budgetary choice retained is dictated by a legislative change. New responsibilities devolved on the DGE under the *Act respecting school elections* (R.S.Q., c. E-2.3) fall directly under the line of intervention "Sharing of expertise" of the DGE's third strategic orientation, "Assertive leadership in e-government". In the next school elections, several actions requiring the DGE's expertise and support will be accomplished, mainly in training, advice, administrative and legal support, information intended for the public, control of candidate funding and electoral expenditures. This second budgetary choice for the 2003-2004 fiscal year represents an amount of approximately $4.0 million.

Orientation 1: Modern management geared to the quality of services

HIGH-QUALITY SERVICES TO CITIZENS AND PARTNERS

The DGE's Service Statement establishes very concrete commitments and targets objectives closely related to the strategic plan with the aim of offering very high-quality services.

Objective:	During the fiscal year, maintain an 80% satisfaction rate among the Information Centre's clientele.
Results indicator:	Customer satisfaction rate.
Planned actions:	Ensure that each employee is well trained and maintain a high-quality database. Outside of business hours, maintain an interactive voice response service and a voice messaging service in operation. In electoral periods, maintain an interactive voice response (IVR) service in operation during the Information Centre's business hours to improve access to our services.
Objective:	During the fiscal year, assure citizens of rapid access to an information employee by answering 80% of the calls in 90 seconds or less and by maintaining an average rejection rate of 5% or less.
Results indicators:	Percentage of calls handled in 90 seconds or less. Rejection percentage.
Planned actions:	Reduce call rejections and waiting times during the morning and afternoon peak periods by increasing the number of employees on line during these periods, through a modified work schedule. Maintain a sufficient number of ports (virtual employees) in the IVR to be capable of responding adequately to customer demand outside the Information Centre's business hours or during a general election, which requires the acquisition of dialogue extension cards.

In electoral periods, increase the number of employees at the Information Centre by 65. This means the hiring and training of new employees, acquisition of equipment and development of premises.

In electoral periods, maintain an IVR service in operation during the Information Centre's business hours to increase access to our services.

OPTIMAL USE OF TECHNOLOGIES

To derive more advantage from the possibilities offered by technology, the DGE intends to rely as often as necessary on the new technologies at its disposal.

Objective:	Adopt means of answering 10% more calls during the next electoral event than was handled in the November 30, 1998 election.
Results indicator:	Additional percentage of calls handled.
Planned actions:	Provide the new information employees with improved training, oriented more to practical learning than to theory. Exploit new telecommunications technology: – By developing IVR for the general elections (addition of ports); – By channelling some customer calls, such as calls in English, to a single point of service.

WELL-TRAINED, VERSATILE PERSONNEL, AND A HIGH-QUALITY UP-AND-COMING GENERATION OF EMPLOYEES

Staff training is an essential condition for achieving our objectives.

Objective:	Ensure the competencies and knowledge of the employees trained for the next electoral event, by targeting a 75% average on the elements evaluated in the training program.
Results indicator:	Results of the evaluation tests delivered during training.
Planned actions:	Develop evaluation tests. Implement a program to review the points less well assimilated by the employees during training.

Orientation 3: A well-affirmed leadership in the electoral administration field

SHARING THE DGE'S EXPERTISE WITH THE BODIES MANDATED TO APPLY THE *ACT RESPECTING SCHOOL ELECTIONS* (R.S.Q., C. E-2.3)

The DGE's leadership is also expressed by sharing expertise. The various bodies responsible for election administration, particularly for the school elections, must be able to rely on the DGE's expertise for support and advice.

Objective:	Conduct all the necessary activities requiring the DGE's expertise and support in terms of: – Advice; – Training; – Administrative support; – Legal support; – Information intended for the public; – Control of candidate funding and electoral expenditures.
Results indicator:	The number of activities requiring the DGE's expertise and support.
Planned actions:	Develop and deliver training programs. Make recommendations and issue directives. Conduct an inquiry on the application of the Act. Adapt a provision of the Act, subsequent to an error, an emergency or exceptional circumstances. Implement an information and awareness campaign. See to the application of the chapter on financing. Authorize polling stations inaccessible to handicapped people.

3. PROGRAM EVALUATIONS

No evaluation is foreseen.

4. BUDGET PLAN

Program 3: Administration of the Electoral System

The budgets of the Directeur général des élections du Québec (DGE) and of the Commission de la représentation électorale (CRE) are included in Program 3 of the "Persons Appointed by the National Assembly" portfolio, Administration of the Electoral System. The purpose of this program is to apply the election administration and political party financing laws.

EXPENDITURE BUDGET BY PROGRAM

	2003-2004		2002-2003	
	EXPENDITURE BUDGET	VARIATION	EXPENDITURE BUDGET	PROBABLE EXPENDITURE
	($000)	($000)	($000)	($000)
	(1)	(2)=(1)-(3)	(3)	(4)
3. Administration of the Electoral System	73,292.9	40,400.0	32,892.9	$32,892.9
Total	73,292.9	40,400.0	32,892.9	$32,892.9
Staff Level (FTEs) (excluding special funds)	195	0	195	195

The 2003-2004 expenditure budget of the DGE is $40.4 million greater than that of 2002-2003. This variance is notably explained by the addition in 2002-2003, to the original budget of $23.3 million, of an amount of $3.0 million for the holding of by-elections, $6.0 million for implementation of activities preparatory to the holding of general elections and a provision for the holding of such an event. Moreover, the 2003-2004 Expenditure Budget includes an amount of $50.0 million for the holding of general elections.

The budget forecasts of the DGE, appearing in the 2003-2004 expenditure budget, are only included for information purposes, given that certain amounts may be spent in the 2002-2003 fiscal year depending on the date a general election is called. Finally, it is up to a parliamentary committee, during the study of these budget forecasts and the preliminary financial report, to approve them and table its report with the National Assembly.

CAPITAL BUDGET

	2003-2004 ($000)	2002-2003 ($000)
Fixed Assets	1,000.0	1,000.0
Loans, Investments and Advances	—	—

During the coming year, the capital budget of the DGE will mainly pertain to three intervention approaches of strategic planning, namely "Optimum use of technology", "High-quality services to citizens and partners" and "Sharing of expertise".

THE LOBBYISTS COMMISSIONER

MESSAGE FROM THE LOBBYISTS COMMISSIONER

On June 13, 2002, the National Assembly adopted the *Lobbying Transparency and Ethics Act* (2002, c. 23) and, on June 14, appointed a Lobbyists Commissioner responsible for supervision and control of lobbying activities carried out with public office holders.

Since taking office on August 5, 2002, three priorities have guided my actions:

— Acquisition of specific expertise in lobbying by recruiting competent human resources and adopting adequate physical, financial and informational resources to perform the mandate entrusted to me;

— Dissemination of information regarding the Act and its objectives to the many diverse players of the lobbying community and the general public;

— Drafting of a lobbying code of ethics submitted to the President of the National Assembly according to the conditions and within the time limits prescribed by law.

I am also, in conjunction with my team, engaged in the process of drafting the first strategic plan, which will spell out the orientations, objectives and actions guaranteeing the accomplishment of my mandate. This will be followed by the drafting of an annual expenditure management plan for the fiscal year 2004-2005.

ANDRÉ C. CÔTÉ

THE LOBBYISTS COMMISSIONER

MISSION AND CORE BUSINESSES

The mission of the Lobbyists Commissioner is to ensure supervision and control of lobbying activities with public office holders working in parliamentary, governmental and municipal institutions. His mandate is also to draft a code of ethics governing the conduct of lobbyists and to conduct inquiries and inspections regarding any offence against the provisions of the Act or the code of ethics.

Independent of the government administration, the Lobbyists Commissioner is appointed for five years by the National Assembly, to which he reports.

To accomplish the mission entrusted to him, the Lobbyists Commissioner contributes to improving the confidence Québec citizens have in their institutions and in the public office holders who work for them.

BUDGET PLAN

EXPENDITURE BUDGET BY PROGRAM

		2003-2004		2002-2003	
		EXPENDITURE BUDGET	VARIATION	EXPENDITURE BUDGET	PROBABLE EXPENDITURE
		($000)	($000)	($000)	($000)
		(1)	(2)=(1)-(3)	(3)	(4)
4.	The Lobbyists Commissioner	2,495.4	856.2	1,639.2	1,639.2
	Total	2,495.4	856.2	1,639.2	1,639.2
	Staff Level (FTEs)	21	0	21	—

The increase in the 2003-2004 expenditure budget is the due to the Lobbyists Commissioner's first full budget year.

CAPITAL BUDGET

	2003-2004 ($000)	2002-2003 ($000)
Fixed Assets	18.0	—
Loans, Investments and Advances	—	—

Conseil du trésor
Québec